

## **Indiana State Personnel Department Training Plan for Fiscal Year 2008**

**Agency Mission:** To support the Governor and the heads of agencies in meeting their goals and objectives by proactively providing integrated human resource services.

**Agency Vision:** To transform the executive branch of state government into an energized, high-performance organization by attracting, developing, retaining and appropriately rewarding capable employees.

**Division Mission:** To provide user training on PeopleSoft HR as well as leadership, management, and HR skills training for Executive Branch employees.

### **Executive Summary:**

The State Personnel Training Department's key objective is to develop, deliver, and coordinate essential HR and management skills training for State employees. While technical skills and the ability to successfully accomplish one's daily tasks on the job are essential, learning HR transferable skills and management techniques extends the concept of personal development (and thereby organizational development) to beliefs, values, wisdom, compassion, emotional maturity, ethics, integrity – and most importantly, to help others to aspire, to achieve, and to fulfill their own individual potential.

Many division objectives were achieved in fiscal year 2007 towards the goal of the professional and personal development of State employees. They were:

- The introduction of a State of Indiana Performance Management System to agency executives, managers, and supervisors that included an eight-day Comprehensive Employee Relations Training (CERT) program along with a variety of individual, supplemental classes designed to provide essential employee relations and soft skill concepts. These classes are a relevant part of developing the leadership necessary to stimulate personal and professional achievement for all employees' at all organizational levels.
- The training department also continued to play a central role in providing the user training required for the strategic use of our PeopleSoft HRM system. Training classes were held to educate end-users about the both the system-wide application changes, as well as changes specific to a particular end-user's system specialty. In addition to training end-users, Train-the-Trainer classes were also held to certify a staff of human resources and hiring manager specialists to give system training in their area of expertise.
- Two courses were converted to on-line computer-based trainings. With the assistance of Indiana Office of Technology (IOT), both the Information Resource Use Agreement (IRUA) and Ethics training courses are available as e-Learning courses for all employees.

With a continued focus on our key objective, the State Personnel Department's fiscal year 2008 division objectives will remain consistent with enabling learning and personal development along with conventional skills training to address essential work-related techniques and knowledge.

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### **Fiscal Year 2008 Division Objectives Overview:**

1. Continue to promote Indiana's Performance Management system to agency executives, managers and supervisors with the addition of new performance development classes for leaders.
2. Provide managers and supervisors training on essential employee relations and soft skill concepts by offering several individual subject-matter classes.
3. Provide learning opportunities for professional and personal growth and development to all employees.
4. Support PeopleSoft HR technical resources by providing end-user training for human resource data entry staff and hiring managers during and following the 8.9 upgrade.
5. In conjunction with IOT, develop and implement computer-based training programs to increase current course offerings on the Enterprise Learning Management (ELM) system.
6. Develop a core Strategy Planning Team to document and streamline current training processes and best practices.

### **Fiscal Year 2008 Division Objectives Detail:**

#### **Objective 1 – New Performance Development Classes for executives, managers, and supervisors:**

- Setting Performance Expectations  
This course helps leaders drive performance and accountability by helping people understand what is expected of them and gaining their commitment to achieving it. When leaders conduct effective setting expectations discussions, people feel more motivated to perform well because they see how their efforts make a difference.
- Managing Performance Problems  
This course builds leaders' skills in handling chronic performance or work habit problems or serious misconduct. They learn how to document the problem, explain what the employee must do to address it, and discuss or impose formal consequences while adhering to their organization's policies and procedures concerning disciplinary actions.
- Reviewing Performance Progress  
This course helps leaders drive performance and accountability by replacing the "dread" of performance reviews with the "human touch" that builds trusting relationships with the people who report to them. Leaders learn to conduct effective discussions that recognize people's success and plan for their future development.
- Developing Others  
This course provides leaders with a practical process and the skills necessary to develop talent. It focuses on the leader's role before, during, and after the development plan.

#### **Objective 2 – Individual employee relations and soft-skill classes for managers and supervisors:**

- Administrative Investigations

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Participants learn how to conduct thorough, confidential investigations.

- **Affirmative Action Plan Monitoring Report**

This course covers Affirmative Action, Equal Employment Opportunity, American with Disabilities Act, and Sexual Harassment. Participants will learn how to monitor the progress their agency is making towards its affirmative action goals throughout the plan year and how to complete an Affirmative Action Plan Monitoring Report.

- **Developing an Affirmative Action Plan**

All state agencies with 50 or more established positions (and/or receive more than \$50,000 in federal contracts) are required to develop an Affirmative Action Plan. This program provides information on regulations that mandate Affirmative Action compliance and how to implement an Affirmative Action Plan. This class may also be beneficial for those employees who have drafted plans in the past helping them to become familiar with the latest requirements and learn how to streamline their plans.

- **Developing an Affirmative Action Plan/Veteran Writers**

This class is designed as a refresher class for experienced Affirmative Action Plan writers who wish to learn of any updates and review their skills.

- **Family Medical Leave**

Participants learn about the Family/Medical Leave Policy and how it affects employees of the State of Indiana.

- **Personnel Rules**

Participants learn about the Indiana State Personnel Department's general personnel policies, what the Merit and Non-Merit Rules cover, and many specifics of the Merit and Non-Merit Rules. At the conclusion of this training, human resource employees, supervisors, and managers will have a greater understanding of how the Merit and Non-Merit Rules affect their daily operations.

- **Progressive Discipline**

Participants learn the proper procedures to follow when considering discipline. At the conclusion of this training, participants will be more capable and comfortable with this critical management skill. Participants will learn how to turn employee problems into opportunities for improved motivation.

- **Selection and Interviewing**

Participants learn:

- How to screen applicants
- What constitutes an illegal question
- How to develop and conduct fair and effective interviews
- How to conduct effective reference checks

- **Situational Leadership**

This class will teach managers how to identify their subordinate's development level. They will also learn what actions they should take to apply the correct leadership style to a situation in order to maximize productivity and employee motivation.

- **Workplace Harassment Prevention (includes Sexual Harassment)**

Participants learn the responsibilities of employees, supervisors, managers, and human resource managers to help maintain an environment free of harassment.

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### **Objective 3 – Learning Opportunities for All Employees:**

- Conflict Resolution  
In this course, participants learn what conflict is, what contributes to conflict, conflict management styles, and resolution strategies. Objectives are taught through the use of personal assessment, small group study, and discussion.
- Customer Service  
This course provides customer service techniques and communication skills for all state employees when dealing with customers. Subject matter will include: the importance of good customer service, making customer service memorable, service delivery, communication skills, dealing with angry customers, etc.
- Miscellaneous Initiatives  
The State Personnel department will continue to work in partnership with outside vendors offering and instructing various training programs for state personnel. Examples of training include: Hoosier S.T.A.R.T. program with training given by a Hoosier S.T.A.R.T. representative, various E.A.S.Y. classes (Stress Management, Dealing With Difficult People, Time Management, etc.) offered by WellPoint, etc.
- Pre-Retirement Planning Seminar  
Participants learn:
  - The pros and cons of different types of investments for future retirement security;
  - The various options and benefits available through the Public Employees' Retirement Fund;
  - Benefits obtainable through Social Security and Medicare;
  - Different options available to state retirees for both life and health insurance;
  - Potential benefits through Hoosier S.T.A.R.T. to add to retirement income;
  - Key elements in estate planning, including: last will and testament, living will, health care authorization, durable power of attorney, and death taxes; and
  - The Indiana Long-Term Care Program as an element of retirement planning.
- Short Term/Long Term Disability and Workers Compensation – for the State Personnel Department  
This course teaches human resource and payroll representatives about the filing and administration of Group Disability and Worker's Compensation claims for their agencies' employees.
- Workplace Harassment Prevention (includes Sexual Harassment)  
Participants learn the responsibilities of employees, supervisors, managers, and human resource managers to help maintain an environment free of harassment.

### **Objective 4 – PeopleSoft Training**

PeopleSoft training classes will continue to be offered in two settings. One setting will be classes offered to experienced end-users explaining the system changes due to the 8.9 upgrade. The second setting will be full-day classes offered to new end-users of the PeopleSoft system.

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- eRecruit for Hiring Managers  
Participants will be able to:
  - Initiate job posting requests for vacant positions
  - Select qualified applicants to interview
  - Record interview schedules and evaluations
- eRecruit for Recruiters  
Participants will be able to utilize this training session to discuss areas of concern regarding the eRecruit process. Additional job aides will be distributed to assist agencies with the eRecruit business process.
- Workforce Administration  
Participants will be able to:
  - Hire new employees
  - Enter employee actions (i.e. leaves of absence, promotions, demotions, etc)
- Benefits Administration  
Participants will be able to:
  - Enroll employees in the State of Indiana benefit programs
  - Run reports to assist in pinpointing data entry errors
- Enterprise Learning (Training Administration)  
Participants will be able to:
  - Set up training sessions
  - Enroll attendees in sessions
  - Print class sign-in sheets
  - Track materials, facility, and instructor information

### **Objective 5 – Develop Process for Implementing e-Learning Courses:**

e-Learning delivers more training to more people for the fewest dollars. e-Learning saves time, money, and resources while allowing instant access to information. Instant access to information is one of the driving factors for success in today's economy and is accomplished by quickly moving knowledge from the people who have it to the people who need it.

Key benefits of expanding e-Learning course offerings include:

- Cost effectiveness: Without travel time or expenses, more training dollars can be invested back into training with savings up to 40 to 60 percent. This provides the learner an opportunity to take as many courses as many times as they want.
- Just-In-Time Training: Knowledge can be delivered on demand. Learners can access training 24 hours a day, 7 days a week from work, home, or on the road. Training is available when and where it is wanted or needed.
- Flexibility: Not only can on-line training be taken anytime or anyplace, training is self-paced so the learner can go as fast or as slow as they need to in order to thoroughly understand the training.
- Customization: e-Learning courses can be tailored to the wants and needs of specific departments and agencies within the organization.

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- Measurement: Several tools may be utilized to monitor a learner's progress. By creating assessments (or learning checks), one can measure what employee's have learned, when they have completed the course, how they performed, and their levels of improvement.
- Variety: Up to hundreds of in-depth courses can be available instantly; covering everything from business skills to workplace safety.

Current e-Learning courses include:

- Ethics  
Ethics training is mandatory for all state officers, employees and special state appointees. All persons who have a business relationship with an agency are also obligated to abide by the Code of Ethics.
- Information Resource Use Agreement Training (IRUA)  
The Information Resources Use Agreement (IRUA) is a statewide policy intended to improve the state's information security and guide state employees regarding appropriate use. It applies to all state employees and contractors in the executive branch using state provided technology assets.

### **Objective 6 – Document and Streamline Current Training Processes and Best Practices**

This effort will provide the basis upon which to evaluate current training practices while identifying areas of improvement to achieve maximum value in the training department's performance. In addition, this documentation can be used as a catalyst to assist in creating innovative, forward-looking initiatives to keep training processes progressive and relevant to industry standards.

### **The Indiana State Personnel Training Division - Benefits for Learners:**

The Division provides many benefits to learners seeking personal and professional growth. Some of these benefits include:

- Offers a basis to receive a variety of training courses for well-rounded personal and professional learning opportunities.
- Provides a motivated, up-to-date, and competitive staff.
- Allows a platform to educate the workforce on issues and topics related to state government employment.
- Allows smaller government agencies to receive training.
- Offers agency groups an opportunity to share perspectives.
- Allows training opportunities to be available state-wide.
- Assists in the defining of and effective communication of performance appraisal goals and objectives.
- Lets employees know that their personal and professional development is important.
- Offers a platform for training to be provided by Subject-Matter-Experts (department, agency, and otherwise) in their area of expertise.

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- Assists with risk management (sexual harassment training, diversity training, etc.)
- Results in increased efficiencies in processes.
- Increases the capacity to adopt new technologies and methods.
- Reduces employee turnover.
- HRCI Credit Provider